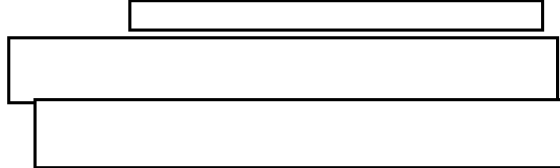


AGENDA FOR NFAC FY 1982 PROGRAM CONFERENCE

Thursday, 24 January 1980

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entrance Headquarters Building



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(OD/NFAC/RES/NIC)

1200 - Lunch

1315 - GEOGRAPHIC

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I. The Analytic Environment

- A. Change in US-Soviet relations. US perceptions rather than Soviet policy so far. But likely to be long-lasting. See below on election.
- B. Soviet Position
 - 1. "window"
 - 2. economy
 - 3. leadership
 - 4. message: uncertainty, need for ^{LESS} ~~more~~ conservative analysis (worldwide), indications approach to new initiatives, ~~BUT NO LESS RESEARCH~~.
- C. Three major elements in world society of 80's: resumption of US participation in US-Soviet struggle; increasing scarcity of resources vis a vis population; rising expectations and susceptibility to demagogic ~~the~~ solutions.
 - 1. Struggle to retain Allies. Must assess:
 - a. public attitudes; desire to "sit out"
 - b. interdependence; vulnerability to instability abroad
 - c. strength and subtlety of Soviet divisive efforts
 - 2. China-EA
 - a. developing US relationship means greater Soviet threat
 - b. US interest switch back to EA. China-Japan combine more reliable partner than WE?
 - c. more opportunities to learn, but needs for information different;

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analytic problem more like that of WE, less like USSR.

- d. exchange intelligence?
- 3. Major Third World countries
 - a. Free to take serious initiatives with less concern for US/Soviet interests
 - b. Subject to greater instability - Islam, modernization, Western inflation, food scarcities
 - c. Need to be studied not as client states but as independent actors -- Saudis
- 4. Rest of Third World
 - a. Return to political struggle, for resources not allegiance
 - b. Perhaps not two-sided
 - c. More activist US policy - DDO major instrument
 - d. Message: alert to Soviet initiatives
close relationship with DDO
- 5. Problems needing special attention
 - a. Persian Gulf. Obvious, but will be with us for long haul. Need for analytic manpower sufficient to maintain present effort by TFs indefinitely on area from Egypt to India.
 - b. Neighbors: Canada, Mexico, maybe Brazil, Venezuela. *As world grows chaotic outside Hemisphere, thrust forward interdependence. But, threat from Cuban subversion, now Nicaragua, El Salvador, Grenada, etc. maybe building toward Venezuela & even Mexico.*

II. The Domestic Environment

A. Election of '80

1. Popular thrust to right
 - a. Oppose Soviet expansion
 - b. Greater military strength
 - c. Support for intelligence - must be prepared for rapid expansion, free recruiting. ~~Leavening of bright liberal arts majors for greater imagination?~~
2. President elected in '81 will have mandate put this thrust into policy
3. New administration in '81

4. Bureaucratic considerations *Bella*

- a. Any administration will retain NSC system more or less as it is today *still in place*
- b. DCI likely to be in inner circle under Bush, perhaps under Carter II, ? under Reagan.
- c. Surge of basic policy review papers in 1981 -- test of intel capabilities -- followed by requirement for analysis of policy initiatives in '82 and beyond. Also alert to and analysis of Soviet initiatives

*General
reg. sec.
but*

III. Intelligence Capabilities

- A. General needs outlined above
- b. Three weaknesses
 - 1. Synthesis
 - 2. Systematic integration of intelligence
 - 3. Daring *First two NIC takes lead, other is everybody*
- C. Synthesis
 - 1. Frustration of last few months
 - 2. Need for papers that are: brief, Policy-relevant, timely, reach across boundaries and disciplines, achieve synthesis of all relevant factors, provocative.
 - 3. Where to find?
 - a. NSC Staff/son of OMB?
 - b. State & Defense - policy-oriented & muscle-bound
 - c. NFAC - limited by size & compartmentation
 - d. NIC - maybe can do, but policy side dicey. *Have to deliver the answer.*
 - 4. Product *the answer*
 - a. Is NIE ~~alive~~? Answer, yes, but must become quicker, more flexible. Probably not the most useful immediate policy support form *11 M's + 5 N's*
 - b. How to fill gap - NIC as integrative element of NFAC *but*
 - c. Thus must be able to handle range of product, from 11-3/8 to quickie think-piece

d. Flexible structure, good people, close relationship with NSC staff

D. Integration

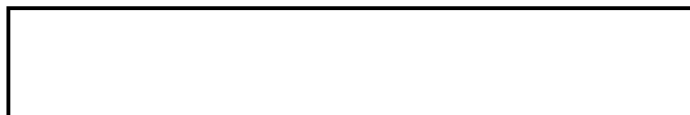
1. Must find ways to ensure systematic use of intelligence in policy development & expose intelligence views to policy readers
2. Contact early with developing NSC staff
3. Must have ideas to sell

E. Daring

1. Provocative ideas, less probable outcomes, speculation
2. Management problem
 - a. Hiring
 - b. Encouragement
 - c. Challenge -- beware of same old stuff

NIC - problem to get started
can't judge needs but plan to go 5 more in 82

(from 75)
But actually 85TA



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REF ID: A6957-79

26 DEC 1979

MEMORANDUM FOR: Director of Current Operations
Director of Central Reference
Director of Economic Research
Director of Geographic and Cartographic Research
Director of Imagery Analysis
Director of Political Analysis
Director of Scientific Intelligence
Director of Strategic Research
Director of Weapons Intelligence
Chairman, National Intelligence Council
Chief, Requirements and Evaluation Staff

FROM : R. E. Hineman
Deputy Director
National Foreign Assessment Center

SUBJECT : Program Conference

1. The NEAC FY 1982 Program Conference will be held [redacted] on 24-26 January. Contingency arrangements have been made for other facilities [redacted] will not be available. A tentative schedule/agenda is attached. Each office will have one representative--preferably the office director--who will be given one-half to three-quarters hour to present his major FY 1982 programs and respond to questions or discussion.

2. As an aid to the conference participants, please prepare a summary of your proposed program in a format similar to the one used for the FY 1981 Program Conference (attached) and submit it to the NEAC, Planning, Management, and Evaluation Staff by 18 January 1980.



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3. Your written submission, and particularly your verbal presentation, should address the following points:

- a proposal of what new, different, or expanded programs you foresee under an optimum level of funding in FY 1982, along with a forecast of what external forces will drive the requirements for these new efforts;
- a discussion of which of these new, different or expanded programs you would propose doing even if you are held to the current (i.e., FY 1981) level and what you would have to give up to do so; and,
- a discussion of how your FY 1982 programs are linked to or driven by the NFAC research program, DCI guidance, NITs, or external consumers.

4. There will be two evening sessions. The first night will focus on establishing NFAC goals for CY 1980. A tentative list of goals will be forwarded to you soon to serve as a starting point for discussion. Please feel free to add or revise this list accordingly. The second evening will serve as a forum to raise issues of your choice with the Director and Deputy Director, NFAC.

5. We expect on the basis of your participation in the conference to be able to make decisions as to the recommended level of your 1982 program.



25X



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R. E. Hineman

Attachments
As stated

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